

SECTION III CONCEPT OF OPERATIONS

1. System Description

1.1. General

Under the Emergency Coordination Center concept, emergency managers are expected to play a proactive role in facilitating the solution of problems in the field by allocating resources (e.g., manpower, equipment, and knowledge) against needs. The timely, accurate management of information is critical to this process.

Direction, control and warning are essential functions of emergency preparedness and response operations. The State Emergency Coordination Center (SECC) is organized to:

- Provide the Governor and key state officials with the capability to control government resources;
- Coordinate with and provide support to state agencies;
- Keep the Governor and key state officials with briefings regarding the incident situation;
- Communicate decisions to the public;
- Deploy assets to meet critical needs to save lives, protect property; and
- Coordinate recovery operations for all disaster and emergency situations that may occur.

However, the magnitude and impact of an emergency determines the level of implementation of the State Emergency Coordination Plan (ECP) and/or the commitment of state resources. Some situations may require a partial activation of the SECC for coordination of state support and assistance, even though there is no formal state of emergency declared by the Governor. In this case, departments may be required to provide direct support and assistance even though the SECC has not been fully activated.

1.2. Purpose

The State Emergency Coordination Center Operations Plan (OPS Plan) is designed to:

- **Facilitate the flow of information within the State Emergency Coordination Center (SECC); and**
- Provide for organized management from the SECC of multi-agency response to emergencies in State of Montana.
- Provide direction, control and coordination of the State of Montana's resources during emergency operations.
- Ensure the efficient use of all resources to protect lives and property.
- Describe the procedures and support requirements necessary for the activation of the SECC.
- Collect, process and disseminate information about an emergency incident.

The OPS Plan incorporates the following principles and concepts of the **National Incident Management System (NIMS)**: Components of Command and Management; Preparedness; Resource Management; Communications and Information Management; Supporting Technologies; and Ongoing Management and Maintenance.

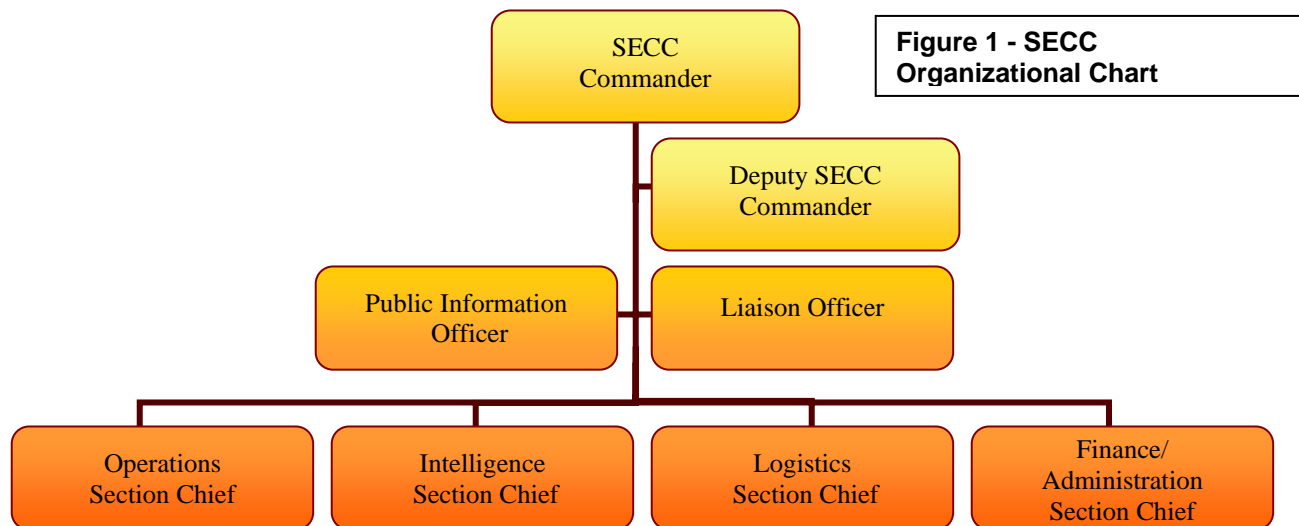
Within Command and Management, the OPS Plan incorporates the Incident Command System (ICS), Multi-agency Coordination System (MACS) and Public Information Systems to manage responses to natural and/or technological disasters.

1.3. Essential Management Functions

The SECC is organized into seven sections, one for each of the five ICS functions and two additional sections for Public Information and Liaison. The sections are:

- **Management** - Responsible for overall emergency policy, priority setting and coordination.
- **Public Information** - The SECC Public Information Officer is responsible for developing information about the emergency, responding to media inquiries and communicating to the public through the broadcast and print media.
- **Liaison** - The Liaison Officer provides coordination for State and non-State agencies that may have representatives temporarily assigned to the SECC. Agency Representatives assigned will vary based on the nature of the emergency.
- **Operations** — Responsible for implementing Action Plans and coordinating support to the State's emergency response.
- **Planning/Intelligence** - Responsible for collecting, evaluating, and disseminating information; developing Action Plans in coordination with other Functions; maintaining documentation.
- **Logistics** – Responsible for logistical activities, such as, providing facilities, services, personnel, equipment, and materials to support the SECC and emergency response.
- **Finance/Administration** - Responsible for financial activities.

Each section can be divided into functional divisions/groups and/or units, which are activated as required. Space is provided in the SECC for support staff and representatives from other agencies. The basic SECC organization is shown in Figure 1.



1.4. Organization Flexibility

The SECC OPS Plan is intended to be utilized so that:

- Only those functional elements that are necessary to meet identified objectives need to be activated, and
- All elements of the organization can be arranged in various ways within or under the OPS Plan essential functions.

1.5. Organizational Management

Organizational management means that every individual within the SECC has a designated supervisor. All functional elements are linked together to form a single overall organization that has appropriate span-of-control limits. Maintaining a reasonable span of control of no more than one to seven is the responsibility of every supervisor. The optimum span of control is one to five.

1.6. SECC Monitoring and Incident Response Overviews

1.6.1. Monitoring Overview

The Montana Disaster and Emergency Services Division (MT DES) is responsible for keeping continuously advised of situations, which may present or have presented activity severe enough to constitute a disaster or emergency beyond local capability. MT DES closely monitors any situation within the State where life and/or property may be threatened and shares information that can be utilized to make County, State and Federal support decisions.

During normal business hours the MT DES meets its monitoring responsibility by providing for a Duty Officer, an SECC Incident Commander (SECC IC) and communications at the SECC. During non-business hours this responsibility is met by providing for an on-call Duty Officer.

1.6.2. Incident Response Overview

MT DES is responsible for the coordination of State emergency response activities as directed by the Governor through the Adjunct General and the Division Administrator.

The MT DES Division Administrator, acting as the SECC IC, and the SECC IC acting as the Operations Section Chief, manage MT DES incident response.

Incidents are opened and recorded by the Duty Officer or Operations Chief. Incident updates are recorded by any of the SECC staff.

The OPS Plan is intended to work in a variety of emergency situations. The emergency situations are described in terms of the involvement of the SECC and are intended to apply to all types of disasters that may occur in State, such as floods, wildland fires, hazardous materials incidents, tornadoes, severe winter storms or blizzards. Under the OPS plan, every effort is made to concentrate support efforts at the most local level of government.

1.6.3. Incident Response Levels

The Operations Section Chief and/or the Duty Officer, according to one of five Incident Response Levels, classify a reported incident. Each level is utilized to determine the extent of SECC activation and the OPS Plan structure necessary to respond to local needs. The levels are as follows:

LEVEL 1 - Incident within Capability of Local Government. (Handled by SECC IC and/or Duty Officer)

LEVEL 2 - Limited Response Activity-Requires Additional Outside Local Government Resources (Local Resources). (Handled by SECC IC and/or Duty Officer)

LEVEL 3 - Moderate Response Recovery Activity Requires Additional Outside Local Government Resources (Neighboring Counties/State/Federal Resources). (*May require partial activation of the State Emergency Coordination Center*)

LEVEL 4 - Significant Response; Requires a County or State Declaration for Major Local Government Emergency Incident. (*Requires activation of the State Emergency Coordination Center*)

LEVEL 5 - Significant State Wide Response; State or Federal Declaration. Multiple Local Government Emergency Incident (*Requires Full Activation of the SECC with a SGC Group to manage scarce resources*).

An Activation Matrix is provided in Table 1 which illustrates kinds, and types of incidents and severity factor for the activation level of SECC.

Table 1. State Emergency Coordination Center Threat Level Activation Matrix

	Event Examples & Characteristics	Response Actions
Level - 5	<p>Major County or Regional Emergency Incident</p> <p>Three or more departments with heavy resource involvement</p> <p>Mutual Aid Resources may not be available for 24 hours or more</p> <p>Long Duration Incident, several days to weeks.</p> <p>Terrorism or WMD activities are occurring or minimal.</p>	<p>Activate and brief full response organization, staff to include those enumerated in Figure 3.</p> <p>Activate any staff specifically required by the requesting agency or the SECC IC.</p> <p>Operate on twelve-hour shifts – 24 hr/day</p> <p>Two Situation Unit reports per day</p> <p>Activate Recovery Branch Notify all State Agency Directors Full Staff Recall</p>
Level - 4	<p>Major Fire, Wind, or Rain Storm affecting the State</p> <p>Two or more large incidents involving two or more departments</p> <p>Longer Term Incident – Two or more shifts</p>	<p>Activate and brief Level 3 SECC Staff to include all those enumerated in Figure 2:</p> <ul style="list-style-type: none"> ▪ All SECC Section Chiefs ▪ PIO ▪ Divisions and Units as appropriate to the incident. ▪ Liaison representatives as appropriate <p>Any staff specifically required by the requesting agency or the SECC IC</p> <p>Two Situation Reports per day</p> <p>Activate Recovery Division if warranted Notify all State Agency Directors Full Staff Recall</p>
Level - 3	<p>Moderate Response/Recover Activity</p> <p>Single Incident/Event</p> <p>Single Shift per day</p>	<p>Activate appropriate Staff in OPS, Plans, PIO, Finance & Logistics.</p> <p>State Agency Reps (Extended hours) Extended Service Hours Daily Situation Reports</p> <p>Longer Term Incident – Two or more shifts</p>
Level - 2	<p>Limited Response Activity</p>	<p>Extended hours for a short time</p> <p>Duty Officer & SECC IC</p>
Level - 1	<p>Day to Day Activity</p>	<p>Limited interaction with SECC IC</p> <p>Duty Officer</p>

1.7. Activation of the State Emergency Coordination Center (SECC)

The SECC will be activated under any of the following conditions:

- State Response Level 4
- State Response Level 5
- The Division Administrator, Duty Officer or SECC Manager direction
- The Governor's proclamation of a "State of Emergency"
- Terrorist Activities or "WMD Activities" are occurring or imminent

The SECC activation status and the organizational development of the SECC will depend on:

- The nature, scope and expected duration of the incident
- The extent of the commitment of state agencies and local governments
- Functions needed to support Local government(s) and State activities

1.8. SECC Organization

During an emergency SECC staff plays a primary role in assisting the Governor in carrying out State emergency responsibilities. This role is carried out by performance of the primary OPS Plan functions as required by the situation.

In carrying out the primary OPS Plan functions, the SECC:

- Acts as the overall State coordinator for policy direction and response.
- Compiles, authenticates, and makes available summary disaster status information obtained from all sources, in the form of Situation Reports to the Governor's Office, the Legislature, State Agencies, Media, the Dept. of Homeland Security (FEMA) and others, as appropriate.
- Maintains control and status of Resource Orders and purchasing authority for State Resources.
- Provides on-going interagency coordination with all State agencies involved in the response effort to ensure adequate statewide mobilization and allocation of State assets.
- Provides linkage and interagency coordination with the State and Federal Response System.
- Assists in the planning for short-term recovery, and assists Local and State agencies in developing and coordinating recovery action plans.
- Prepare declarations for Governor's Office.

The staffing and equipping of the SECC will depend on the size and complexity of the situation. In all cases, however, the SECC will be organized around the primary OPS Plan functions of:

- Management
- Public Information
- Liaison
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

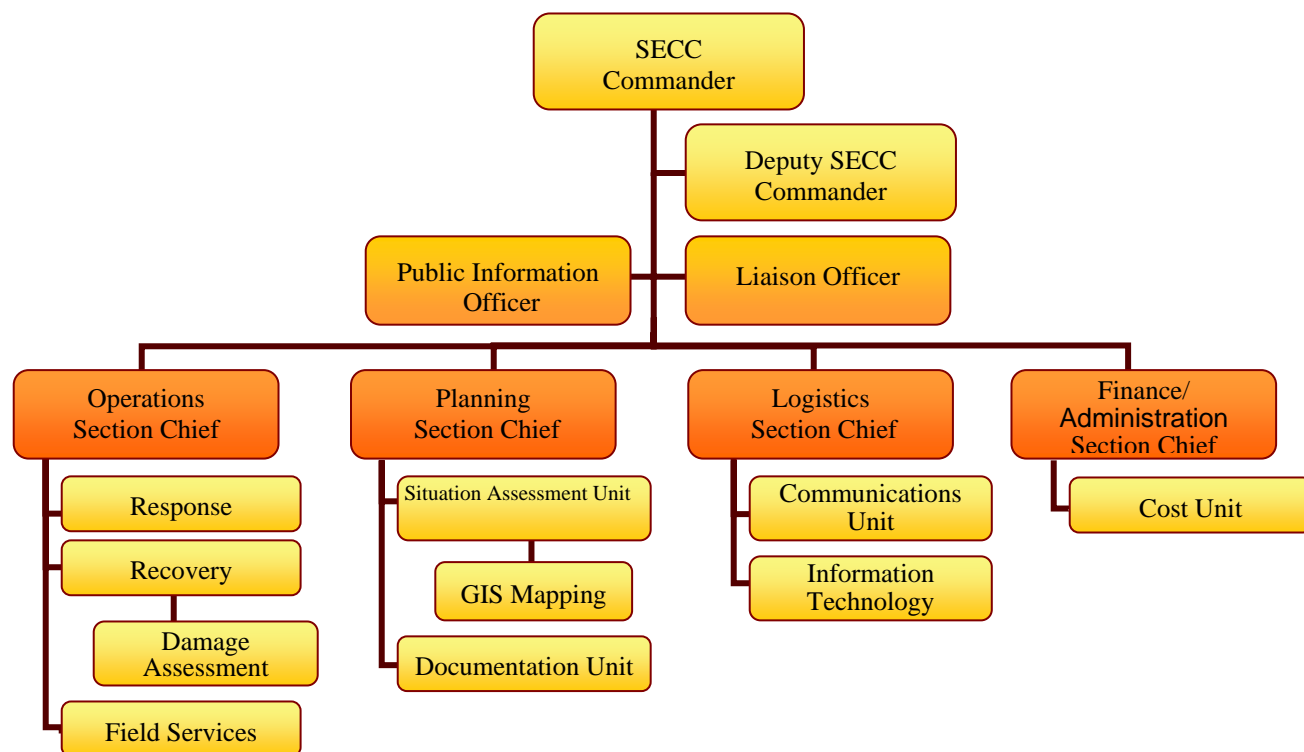
Personnel supervising SECC General Staff Sections will carry a position title of Section Chief. Personnel supervising the Public Information and Liaison Command Staff function will carry the title of officer.

The SECC IC, Public Information Officer and the Liaison Officer constitute the SECC Command Staff. The Operations, Planning, Logistics, and Finance/Administration Section Chiefs constitute the SECC

General Staff. The Command and General Staff function as the SECC management team. The SECC organization will expand (or contract) as is necessary to meet the operational requirement(s).

The hierarchy of organizational structure that can be developed varies as dictated by the emergency and is illustrated in Figures 2 and 3.

Figure 2 – SECC Organization - Response Level 4



Not all positions in the organization need to be filled at the time of SECC activation. For example, a unit may be activated without first activating the section that contains the unit. Functional need and span of control are the primary considerations in organization development. However, it is not recommended that units be combined as this may create confusion and internal staffing problems if they are to be separated at a later time.

Under OPS Plan, only those functions that are needed are activated. *The next higher level in the position structure will accomplish duties of functions not activated.*

1.8.1. Primary Functional Responsibilities

Primary functional responsibility is as follows:

- **SECC Incident Commander** – Develops overall policy, approves Incident Action Plan. All sections within the SECC organization report to the SECC Incident Commander (SECC IC). The SECC IC provides overall coordination and direction of all SECC operations, and ensures that all functional activities within the SECC are appropriately activated, staffed, and operating effectively.
- **Public Information Officer** – Manages the SECC’s Public Information program, and coordinates public information and public affairs activities between involved agencies. The section will be the principal point for the development of State public service announcements and emergency broadcast coordination during a declared local emergency. This section will handle all media requests or inquiries submitted to the SECC, for emergency-related information. Staffing for the section will be drawn from other State agencies as necessary.
- **Liaison** — The Liaison Officer provides coordination for State and non-State agencies that may have representatives temporarily assigned to the SECC. Representatives to this section will vary based on the nature of the emergency.
- **Operations** — Implements the policy and Action Plan(s) in the SECC. The Operations Section ensures that all essential emergency-related information and resource requests are received, processed and internally coordinated within the SECC. Functional workstations have been established in the Operations Section for the support functions, with each functional area providing one or more representatives. Functional representatives are responsible for providing incoming situation information and resource requests to the SECC, and ensuring that essential information and results of internal SECC coordination efforts are passed on to Incident Command Posts (ICPs) as appropriate.
- **Planning/Intelligence** — The Planning/Intelligence Section is responsible for collecting, evaluating, processing and distributing information and intelligence about the emergency to all functional elements and agencies in the SECC. The section will maintain all internal wall displays, maintain current information, prepares situation summaries and SECC action plans.
- **Logistics** — The Logistics Section provides support and services to local government and state emergency operations. Logistics obtains and provides essential personnel; facilities, equipment, supplies and services not found within those functions and departments represented in the SECC Operations Section and maintain an inventory of SECC-designated critical State resources.
- **Finance/Administration** — The Finance/Administration Section provides general administrative, finance and legal support related to SECC activities.
- **SECC Closure** - Each situation will need to be evaluated to determine the need for continued operation of the SECC after the emergency response phase of the situation has been completed. The decision process should begin with the SECC IC and staff considering factors, as outlined below.
 1. If local government EOC’s are continuing their emergency response operations, the SECC should probably remain open, preferably with only minimal staffing, to coordinate activities between the state and local levels. Another option may be to assign a MT DES Agency Representative to work as an on-site liaison at the local government EOC. The need to remain open or to maintain

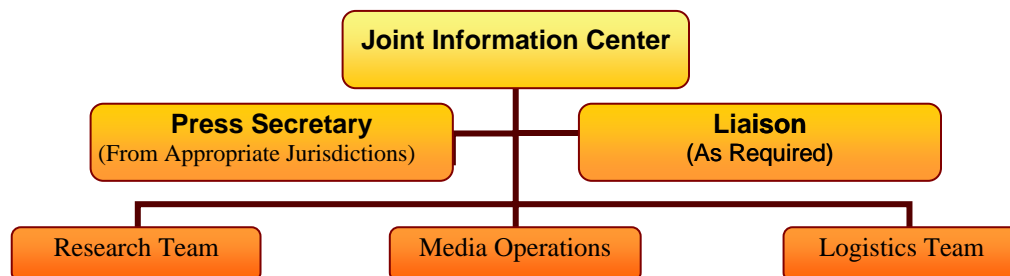
a liaison should be closely monitored by the SECC IC or Deputy SECC IC.

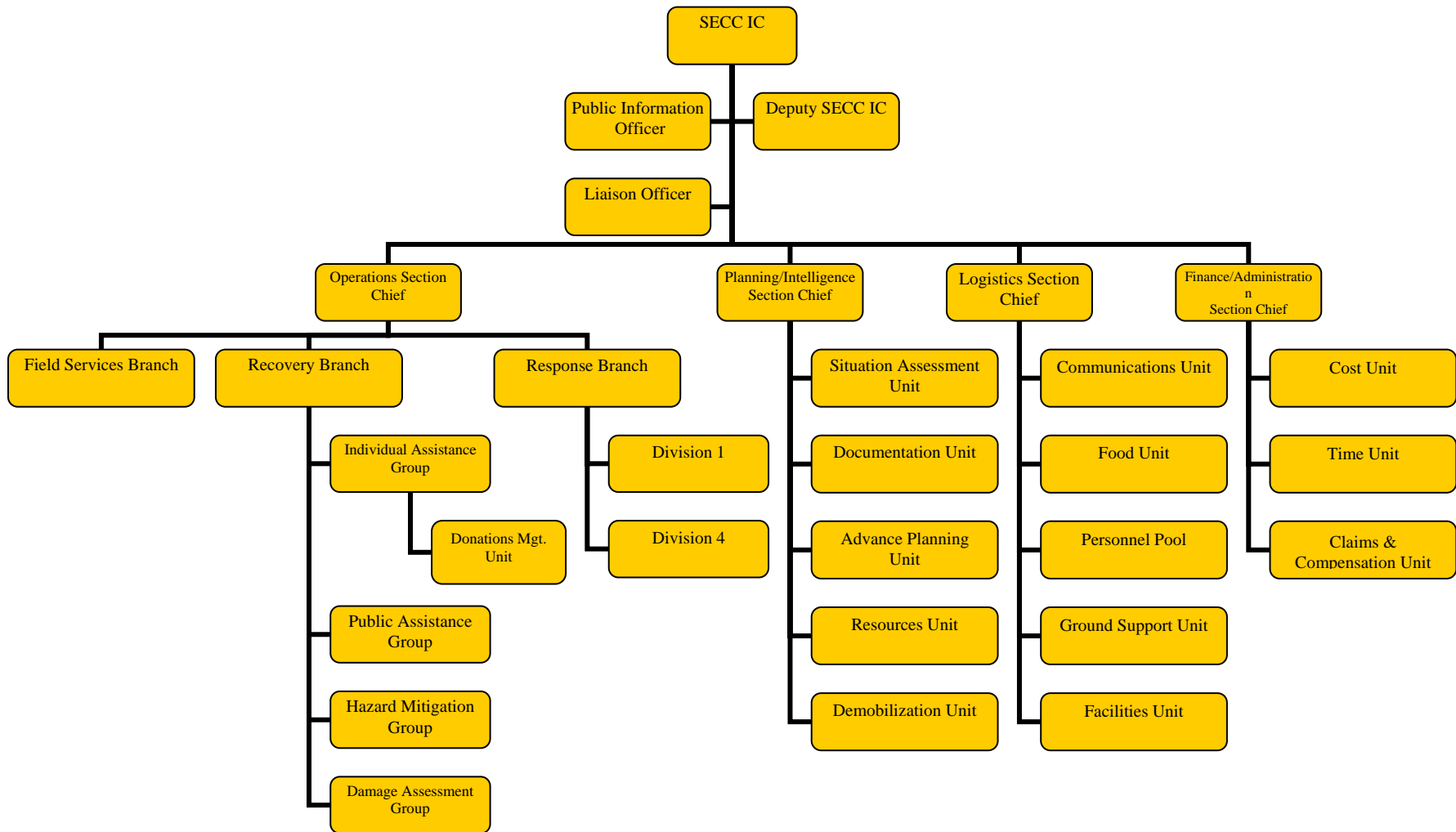
2. During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the SECC during the day with limited staffing to facilitate the dissemination of information on disaster relief programs available for the public and local government.
3. If there is no longer a need to coordinate response activities or the flow of information from a local government EOC's to the State, the SECC should be closed as soon as possible with the Duty Officer assuming responsibility for coordinating follow-up recovery activities for the disaster during the normal workday.

➤ **Public Information System**

1. **Joint Information System** – The JIS provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis. It includes the plans, protocols, and a structure used to provide information to the public during incident operations, and encompasses all public information operations related to an incident, including all Federal, State, local, tribal and private organization PIOs, staff, and JICs established to support an incident. Key elements include the following:
 - ◆ Interagency coordination and integration;
 - ◆ Developing and delivering coordinated messages;
 - ◆ Support for decision-makers; and
 - ◆ Flexibility, modularity, and adaptability.
2. **Joint Information Center** – A JIC is a physical location where public affairs professionals from organizations involved in incident management activities can collocate to perform critical emergency information, crisis communications, information coordination, and public affairs functions. It is important for the JIC to have the most current and accurate information regarding incident management activities at all times. The JIC provides the organizational structure for coordinating and disseminating official information. JICs may be established at each level of incident management, as required. Note the following:
 - ◆ The JIC must include representatives of each jurisdiction, agency, private sector, and nongovernmental organizations involved in incident management activities.
 - ◆ A single JIC location is preferable, but the system should be flexible and adaptable enough to accommodate multiple JIC locations when the circumstances of an incident require. Multiple JICs may be needed for a complex incident spanning a wide geographic area or multiple jurisdictions.
 - ◆ Each JIC must have procedures and protocols to communicate and coordinate effectively with other JICs, as well as with other appropriate components of the ICS organization (See Figure 7)

Figure 7
Joint Information
Center Organization





2. Position Responsibilities

2.1. State Government Coordination Group (SGCG)

The State Government Coordination Group (SGCG) is facilitated by MT DES Division Administrator and is responsible for the strategic direction of state level emergency operations. It performs or supports the command function and includes representation from state agencies or jurisdictions. Mutual aid liaison at the policy level is established here. Strategic direction is articulated from the SGCG Group.

The SGCG will:

- Analyze all available information about the emergency situation.
- Develop, refine and carry out a joint response and recovery policy.
- Prioritize incidents by an agreed upon set of criteria.
- Plan the deployment of appropriate resources to ensure response agencies adequate support for management of the emergency.
- Ensure that the operating forces of the various response and support agencies work together in a mutually supporting effort.
- Consider legal/fiscal implications.
- Review the need for participation by other agencies.

Depending upon the situation, the SGCG should consist of:

- The Governor and Agency Directors from responsible agencies/jurisdictions, and/or those heavily supporting the effort and/or are significantly impacted by the use of resources by local government. The personnel comprising the SGCG must be **fully authorized** to represent and commit their agency

2.2. Agency Directors

The SGCG is made up of the Governor and the Agency Directors from responsible agencies/jurisdictions, and/or those heavily supporting the effort and/or are significantly impacted by use of local resources. The personnel comprising the SGCG membership must be fully authorized to represent their agency. Their functions can include:

- Prioritize incidents by an agreed upon set of criteria.
- Ensure that the agency representatives for the agency are providing accurate situation and resource status.
- Review and coordinate policies, procedures and agreements as necessary.
- Consider legal/fiscal implications.
- Review the need for participation by other state agencies.

2.3. SECC Command Staff

SECC INCIDENT COMMANDER

PURPOSE

The SECC Incident Commander (SECC IC) provides overall coordination and direction of all SECC operations, and ensures that all functional activities within the SECC are appropriately activated, staffed, and operating effectively; will prepare SECC Action Plan (SECC AP) Objectives which in turn will be the foundation upon which subsequent action planning will be based. The SECC IC will approve the SECC AP and approve all requests for ordering and releasing of SECC assigned resources. The SECC IC may have one or more deputies. A Deputy SECC IC should

have the same qualifications as the SECC IC, and may work directly with the SECC IC, serve as relief SECC IC, or perform certain specific assigned tasks. All sections within the SECC organization report to the SECC Incident Commander (SECC IC). The SECC IC ensures that all functional activities within the SECC are appropriately activated, staffed, and operating effectively.

PUBLIC INFORMATION OFFICER

PURPOSE

The Public Information Officer (PIO) is responsible for managing the SECC's Public Information program, and coordinates public information and public affairs activities between involved agencies. Only one PIO will be assigned for each SECC activation. The PIO may have Assistant Public Information Officers as necessary, and the Assistant Information Officers may also represent assisting agencies or jurisdictions. The PIO takes the lead in establishing the Joint Information Center, if activated. The PIO section will be the principal point for the development of State public service announcements and emergency broadcast coordination during a declared local emergency. This section will handle all media requests or inquiries submitted to the SECC, for emergency-related information.

LIAISON OFFICER

PURPOSE

The Liaison Officer provides coordination for State and non-State agencies that may have representatives temporarily assigned to the SECC. Representatives to this section will vary based on the nature of the emergency. Only one Liaison Officer will be assigned for each SECC activation. The Liaison Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The Liaison Officer is the point of contact for the Agency Representatives assigned to the incident by assisting or cooperating agencies.

2.5. SECC General Staff

OPERATIONS SECTION

PURPOSE

This Operations Section Chief coordinates this section and is responsible for the management of the SECC operations through implementation of the SECC AP. The Operations Section ensures that all essential emergency-related information and resource requests are received, processed and internally coordinated within the SECC. The Operations Section can be subdivided into Branches and Groups as follows:

- Field Services Branch
- Response Branch
 - ✦ Division/Group who has responsibility for all ESF functions within the geographic area established for the incident/event.
- Recovery Branch
 - ✦ Individual Assistance Group
 - ✦ Public Assistance Group
 - ✦ Hazard Mitigation Group
 - ✦ Damage Assessment Group

PLANNING/INTELLIGENCE SECTION

PURPOSE

This Section is headed by the Planning/Intelligence Section Chief and is structured into units, depending upon the needs of the incident. The Planning/Intelligence Section is responsible for the collection, evaluation, dissemination and use of information about the development of the event/disaster and status of SECC assigned resources. The Planning/Intelligence conducts planning meetings, collects, disseminates, and maintains SECC documentation, and for extended operations coordinates the development of the SECC Action Plan. The Planning Section Chief is responsible for ensuring the safety and welfare of all Section personnel. The Plans Section may be subdivided into the following units:

- Situation Unit – The Situation Unit Leader is responsible for the collection and organization of incident status and situation information and the evaluation, analysis and display of that information for use by SECC personnel.
- Resources Unit – The Resources Unit receives, records, and passes on information relating to resources requested but not yet on scene, and estimates of future resource needs. The Resource Unit posts and keeps current information on the resource status charts and maps.
- Documentation Unit – The Documentation Unit Leader establishes a system to collect, organize and maintain SECC files for legal, analytical, and historical purposes.
- Advance Planning Unit – The Advance Planning Unit forecasts events or outcomes for a time period in the future of the events or disaster.

LOGISTICS SECTION

PURPOSE

The Logistics Section is responsible for providing all support needs to the incident (except aircraft) including ordering resources from off-incident locations. It would also provide facilities, transportation, supplies, equipment maintenance and fueling, feeding, communications, security and medical services. The Logistics Section will be managed by a Logistics Section Chief. The Section may also have a Deputy. The SECC Logistics Section may be organized into the following units:

- Communications Unit - The Communications Unit is responsible for managing all radio, data, and telephone needs of the SECC staff and providing cell phone support to field personnel. The Communications Unit Leader, under the direction of the Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.
- Supply Unit - The Supply Unit is responsible for obtaining all resources, equipment, and supplies to support emergency operations as well as arranging for delivery of those resources. The Supply Unit Leader is primarily responsible for ordering personnel, equipment and supplies; receiving, and storing all supplies for the SECC; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment.
- Facilities Unit - The Facilities Unit is responsible for ensuring that adequate facilities are provided for the response effort including securing access to the facility and providing staff, furniture, supplies, and materials necessary to configure the facility in a manner adequate to accomplish the mission. The Facilities Unit Leader is primarily responsible for the layout and activation of the SECC.

Finance/Administration Section

PURPOSE

The Finance/Administration Section is activated when required for the purpose of maintaining records on personnel and equipment time, for providing payments to vendors for supplies and usage, claims, and for determining the cost considerations or various alternative strategies associated with event/disaster. The Section is headed by the Finance/Administration Chief. This Section can include legal, purchasing/ billing, cost forecasting and time keeping functions. In some cases where only one specific function is required (e.g., cost analysis), that position could be established as a Technical Specialist in the Planning Section. The Finance Unit may be divided into several smaller units:

- Time Unit - The Time Unit is primarily responsible for ensuring that daily personnel time recording documents are prepared and compliance to agency(s) time policy is being met. The Time Unit is responsible for ensuring that equipment time reporting is accomplished in the Logistics Section for ground equipment. If applicable, (depending upon the agencies involved) personnel time records will be collected and processed for each operational period.
- Procurement Unit - The Procurement Unit is responsible for administering all financial matters pertaining to vendor contracts. The Procurement Unit will coordinate with local jurisdictions and state agencies on sources for equipment; prepare and sign equipment rental agreements; and process all administrative paper work associated with equipment rental and supply contracts.
- Cost Unit - The Cost Unit is responsible for providing cost analysis data for the event/disaster. The Cost Unit must ensure that all pieces of equipment and personnel which require payment are properly identified; obtain and record all cost data; analyze and prepare estimates of incident costs and maintain accurate records of incident costs. Increasingly, the Cost Unit will be called upon to input to the planning function in terms of cost estimates of resource use. The Unit must maintain accurate information on the actual cost for the use of all assigned resources.

3. Action Planning in the SECC

In the first hour of an emergency, the SECC action plans will be determined by the SECC IC. Within the first hour of activation, the SECC IC should convene a meeting of the Command and General Staff and any others he/she selects to attend. The purpose of this meeting will be to document SECC related objectives and actions to be taken within the next operational period.

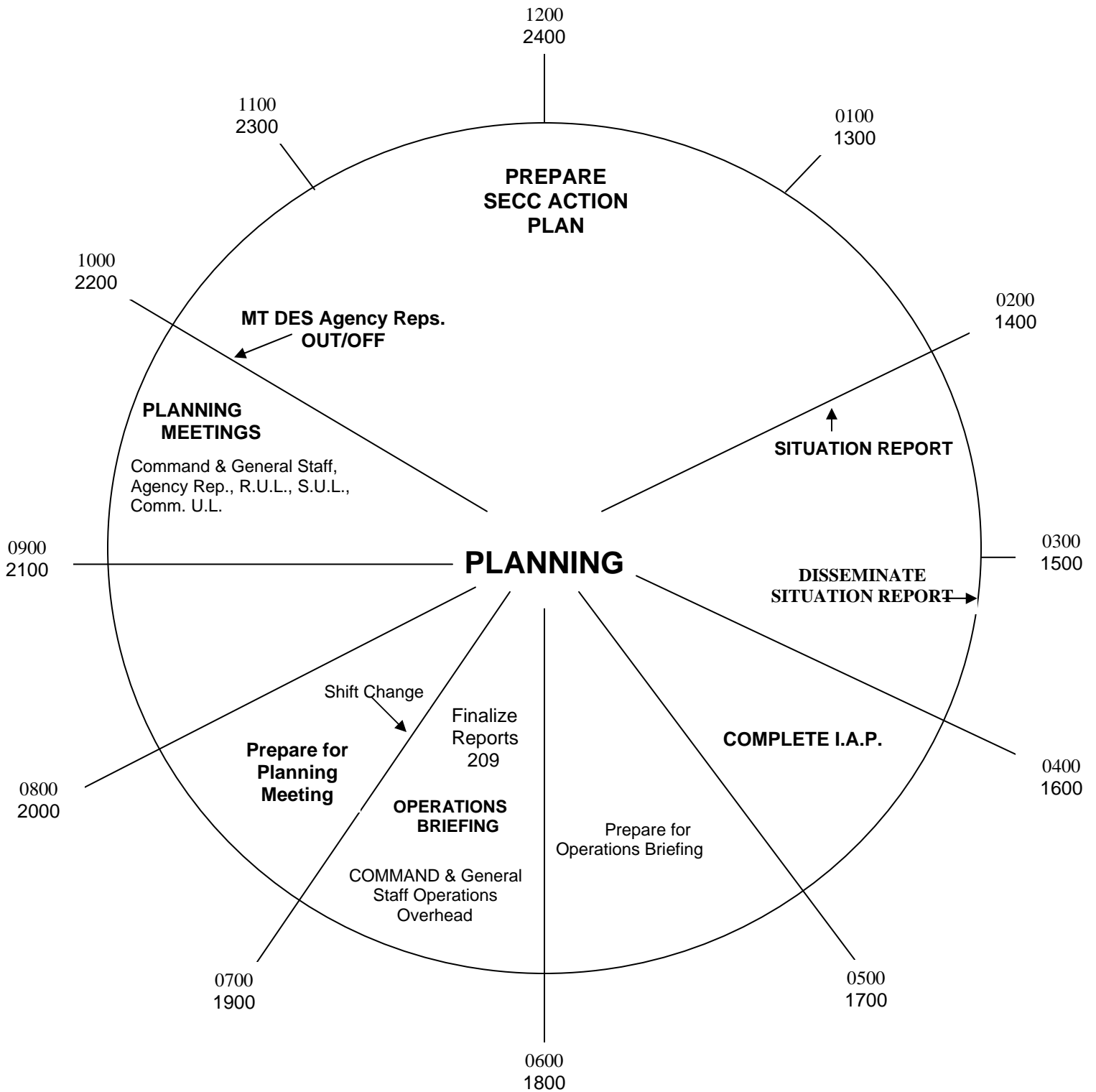
SECC Action Plans should be concise, action planning meetings brief. Prior to the meeting, the SECC IC, Command and General Staff and other attendees should receive an updated situation report and be clear on overall resources availability. Command and General Staff should determine in advance specific section-level objectives to be presented at the meeting.

A format for a SECC action planning meeting agenda is shown in Table 2.

Table 2 SECC Action Planning Guide

SECC ACTION PLAN		
Action Plan Steps	Guideline for Content	Responsibility
1. Review prior operational period Objectives.	<i>Determine status of each prior objective. Completed or % complete. Decide which objectives are to be carried forward to next operational period.</i>	<u>SECC IC</u> Command & General Staff to participate
2. State objectives for current operational period.	<i>List one to five near-term primary objectives to be achieved at the SECC level. Be specific</i>	<u>SECC IC</u> Command & General contribute
3. Establish priorities related to objectives	<i>Discuss objectives and put them in priority order.</i>	<u>SECC IC</u> Command & General Staff to participate
4. As required, adopt strategies to achieve objectives.	<i>Some objectives may allow for different strategies. Also, there may be cost, legal, or political policy implications to be considered in how to achieve an objective. (Strategies will be influenced by resource availability)</i>	<u>SECC IC</u> Command & General Staff contribute
5. Make assignments to implement the strategy for each objective.	<i>Be specific. This is the step that will be used to see if the objectives are being met. What assignments? Who does them? What resources are needed? What additional resources are required?</i>	<u>Operations Section Chief</u> <u>Planning Section Chief</u> <u>Logistics Section Chief</u>
6. Review/Establish length of next Operational Period	<i>If the assignments and actions are needed to meet the objectives will take four hours, then that will be the length of the Operational Period. Operational Periods tend to be short at the beginning of an emergency and longer as time goes on.</i>	<u>Planning Section Chief</u>
7. Establish organizational elements, as required.	<i>Review staffing needs, and complete a SECC Organizational Chart for the next Operational Period.</i>	<u>Planning Section Chief</u>
8. Order logistical or other technical support, as required.	<i>Describe what is needed and develop a resource order, if necessary</i>	<u>Logistics Section Chief</u>
9. Prepare IAP and attachments	<i>Document the plan, determine what may be needed to explain or support the plan. E.g., policy constraints, communications plan, weather forecast, etc.</i>	<u>Planning Section Chief</u>

PLANNING SECTION PLANNING CYCLE GUIDE



4. Resource Ordering System

4.1. Placing Resource Requests

Place orders to the closest agency that can supply the resource requested. If there are any problems or questions, check with the SECC IC. Always stay within our designated system and do not shortcut channels.

4.2. Filling and Closing the Order

Document the assigned resource and pass on information to the requesting unit. At the close of the incident, when all resources have been returned home, check the order for complete information. If everything is complete and the order has been recorded, then file the order in the Incident Master File – Logistics – Resource Orders. The order is "closed" at that time.

4.3. Resource Order Form Instructions

Resource Orders Will Be Filled Out In Pencil Only

The Resource Order Form is used for documenting mobilization and demobilization actions for all resources. Separate resource orders will be established for each of the resource categories as an incident expands by using the resource order forms for "Aircraft", "Overhead", "Crews", and "Equipment". "Supply" orders for communication and weather equipment as well as mobile cache vans will be ordered through SECC. Request numbers for each resource category will be carried over onto the continuation sheets in continuing numerical sequence.

Documentation sheets will be kept for each order. No documentation should be carried over to the back of a resource order; use a new documentation sheet.

There are two special resource order cards that may be unique to SECC.

- Aircraft orders - SECC uses two types of resource order cards:
 1. FIXED WING AIRCRAFT - use the SALMON colored card marked AIRCRAFT. In Block 12 use the letter (A) i.e. A-1 Air Attack Aircraft.
 2. ROTOR WING AIRCRAFT - use the BLUE colored card marked HELICOPTER. In Block 12 also use the letter (A) i.e. A-1 Type III Helicopter.
- Equipment orders - SECC uses two types of resource order cards:
 1. EQUIPMENT all types (except fire engines) - use the YELLOW colored card marked EQUIPMENT. In Block 12 use the letter (E) i.e. E-1 NFES 4244, Logistics radio kit.
 2. ENGINE orders all types - use the PINK colored card marked ENGINE. In Block 12 use the letter (E) i.e. E-1 Type IV Engine.

The SECC has established a "fill or kill" policy for resource orders to meet the National requirements. All units must confirm with the SECC within 2 hours after receipt of a resource order that they can fill all items within the allowable time limits, or negotiate for more time if it's reasonable.

In Montana, when the ordered resource departs the home unit and travel information is relayed to the receiving unit, the resource becomes the responsibility of the receiving unit, and confirmation of arrival for resources traveling via ground transportation or commercial airlines is not required. The receiving unit at the final destination is responsible for confirming resources have arrived as scheduled or shall initiate followup action. Confirmation of arrival of any contract, rental agreement, and agency owned aircraft will still be required with SECC.

The resource order will be kept open by the receiving unit until all resources are released or reassigned to another unit.

4.4. Resource Requests

In determining where to place resource requests, always begin by considering closest available forces and cost efficiency.

All **ACTIVE** resource orders will be kept in a wire rack(s) on each functional desk. By **ACTIVE**, we mean there are items that need to be taken care of on the order such as awaiting travel, open orders, etc. Once a resource order has been filled, documented and databased, it can then be placed in the carousel at the appropriate desk.

5. SECC Message Handling

5.1. Objective

This procedure outlines the methods used to handle incoming and outgoing messages when the SECC is activated.

5.2. Introduction

Messages are received and transmitted in the SECC via email, radio, telephone, and Ham radio equipment.

The following procedures are to ensure that incoming messages are screened, logged and routed to SECC Staff in a timely manner.

5.3. Procedures

5.3.1. Telephone & Radio Operations

➤ Incoming Messages

1. Screen incoming messages to determine routing and record on General Message Form (ICS 213).

Route the call or message immediately to the appropriate SECC Staff. For resource orders, immediately route to Operations.

NOTE: Exercise/Drill Messages

The telephone and radio operators must ensure that all exercise messages begin and end with the words, "Exercise Message". If in doubt whether a message is an exercise message or a genuine message, the operator should ask the message originator.